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Sent via E-Mail

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To: DM's, RM's, KAM's, AM's
RE: 1997 Promoted Volume Plan

Ladies and Gentlemen:

The attached information outlines our 1997 promoted volume plan. Our objective is to promote 25% of our total Full Price business via discounting at retail.

We were able to increase P.V. during the course of 1996 and ended the year just shy of our objective as measured by Marlin.

In that we are generally on target, our present plans we are executing at retail should, for the most part, continue. Due to the complex nature of executing price gap, we do not want to implement a highly detailed plan, to be used by the Sales Force, to determine how much product should be promoted on a store by store basis. It is necessary for us to defend our business more aggressively in some outlets vs. others and this decision needs to be made in the street.

We do have specific opportunities relative to specific brands and segments where some course change is needed. These are explained in this document. Determine what tactical changes need to be made in the outlets you are responsible for and communicate to the SR's and RR's. Our bottom line intent should be to better execute our present plan vs. tearing it down and starting over.

Sincerely,

Fray
Fray V. Natale, RBM

Attachment

cc: Bill Roth
Stephen MacLeod

fray\letters\97pvplan.doc

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